

8TH EDITION

# HUMAN RESOURCE MANAGEMENT



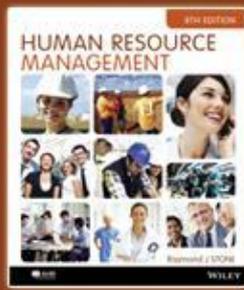
## Chapter 7: Employee selection

*Presentation prepared by*

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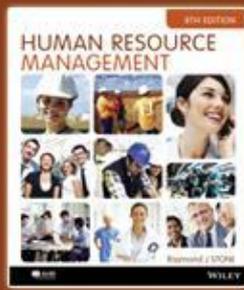
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# Learning outcomes

- On successful completion of this slide set, you will be able to:
  - Explain strategic selection
  - Explain the need for validation of employee selection procedures
  - Describe major research findings on selection
  - Evaluate use of psychological tests in selection
  - Outline the factors that make for successful selection interviewing
  - Discuss the compensatory and successive hurdles approaches to selection.



## FastFacts

- 79 per cent of job seekers are ‘turned off’ by employers who prolong selection process.
- Australian employers are less likely to interview a person with a Chinese, Middle Eastern or Aboriginal name for a job (even if their CV is identical to someone with an Anglo-Saxon name).
- Tall security guards were discreetly advised not to apply for a job guarding the 5ft 5in tall former French president Nicolas Sarkozy.

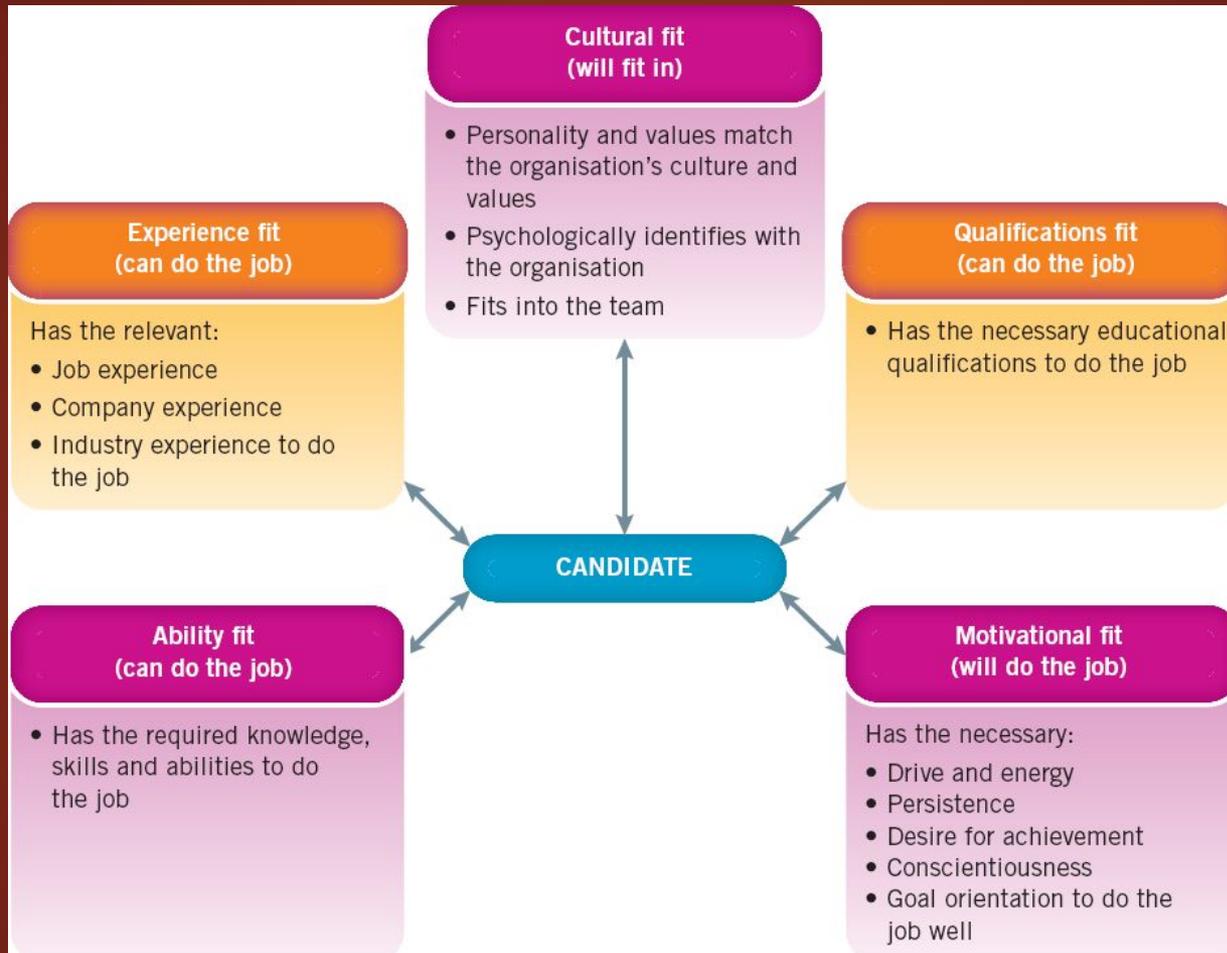
**What are the implications of these FastFacts?**



# Strategic selection

- **Selection**
  - The process of choosing the best qualified candidate/s from a group of applicants.
- **Strategic selection**
  - Linking of selection activities to organisation's strategic business objectives and culture.
- **Selection criteria**
  - Key factors in making a decision to hire or not to hire a person. May include qualifications, experience, special skills, abilities or aptitudes. They should be **job-related**.

# Candidate fit





# Selection policy – some factors to consider

- EEO
- Quality of people
- Sources of people
- Management roles
- Selection techniques
- Employment consultants
- Industrial relations
- Legal issues
- Organisational strategic business objectives
- Costs
- Social acceptance



# Validity

- **Validity**
  - The ability of a test or other selection technique **to measure what it sets out to measure.**
- **The correlation coefficient**
  - Positive, negative, high and low
  - Typical range 0.20–0.50
  - 1.0 is a perfect score
  - Zero is no relationship
- Two basic approaches used by HR Managers:
  - **concurrent validity** and **predictive validity**



# Reliability

- **Reliability**

- The extent to which a measure (for example a test) is consistent and dependable.
- Types
  - Test-retest
  - Split halves
  - Parallel forms



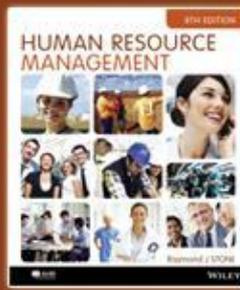
# Steps in the selection process

SELECTION STEPS	
1.	Reception of applicants
2.	Preliminary interview
3.	Application form
4.	Tests
5.	Interview
6.	Background investigations
7.	Preliminary screening by the human resource department
8.	Final selection by line managers
9.	Medical examination
10.	Placement on the job



# Electronic applications

- Companies are increasingly using internet technology for high-tech, graduate and high, large volume appointments.
- Social networking sites (i.e. Facebook, LinkedIn) are used as screening devices and sources of information about job applicants.
- The challenge for HR managers is to make appointment decisions based on consistent and non-discriminatory information.



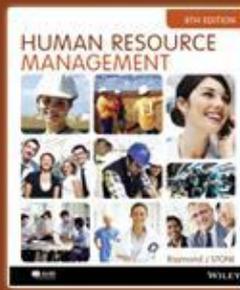
# Application forms and EEO requirements

- Some questions/topics **not to include**:
  - Marital status
  - Residency status
  - Ethnic origin
  - Organisations
  - Photographs
  - Race or colour
  - Relatives

# Application forms and EEO requirements (cont.)



- The following **may be job-related** in some circumstances
  - Age
  - Gender
  - Religion
  - Military service
  - Physical disability
  - Medical information
  - Height and weight
  - Body modifications



# Tests

- **Interest**

- Compares interest patterns to those of successful employees

- **Aptitude**

- Special abilities (clerical, linguistic)

- **Intelligence**

- IQ

- **Physical**

- Physical characteristics

- **Personality**

- Measures personality or temperament



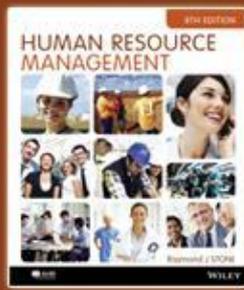
# Interviews

- **Unstructured**
  - Few planned questions, more in depth
- **Structured**
  - Uses predetermined checklist of questions
- **Behavioural**
  - Past behaviour as the best indicator of future behaviour
- **Panel**
- **Group**
- **Video**



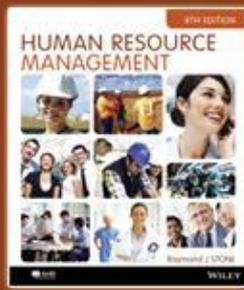
# Research and the employment interview

- Interviewers biased against both men and women when they apply for atypical gender jobs
- When the number of female or older candidates are 25% or less of total applicants, they will be evaluated less favourably.
- Interviewers develop stereotypes of a good applicant, and select those that match stereotype.
- Being disabled has a positive impact on qualified candidates, but negative impact on unqualified.
- Unfavourable info. outweighs favourable info.



# Research and the employment interview

- Interviewers more lenient in evaluating a man who is interviewed after a woman than a woman who follows a man.
- Interviewers are more likely to change their initial opinion from positive to negative than vice versa.
- Interviewers post-interview ratings are highly related to pre-interview impressions.
- Candidates judged to be attractive and/or appropriately groomed are more highly evaluated. Less attractive female applicants are especially disadvantaged.



# Some steps for successful interviewing

- Know the job, personal characteristics, skills and qualifications expected
- Set specific objectives
- Provide the proper setting for the interview – put the applicant at ease
- Review the application form or resume
- Beware of prejudice.
- Don't make snap decisions

(cont.)

# Some steps for successful interviewing (cont.)

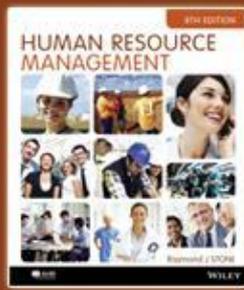


- Encourage the applicant to do most of the talking, but the interviewer must still keep control of the interview
- Explain the job
- Close the interview
- Write-up the interview properly
- Check references and evaluate the whole process.



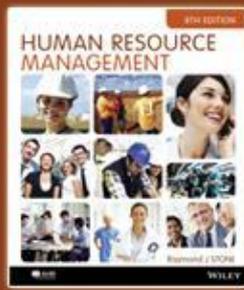
# Medical examinations – the need

- Ensuring people are not assigned to jobs they are physically unsuited for
- Safeguarding the health of current employees
- Identifying symptoms of drug and alcohol abuse
- Not placing applicants in positions that can aggravate existing injuries
- Protection against workers compensation claims, and determining eligibility for insurance.



# Screening tests

- **HIV/ AIDS**
  - All Australian defence recruits are tested. Army also has bans on recruits with diabetes and gout.
  - China, South Korea and Singapore require an AIDS test before granting work permits to Australians.
- **Substance abuse**
  - Drug and alcohol
- **Genetic**
  - Whether someone is genetically susceptible to certain diseases



# Some symptoms of employee drug use

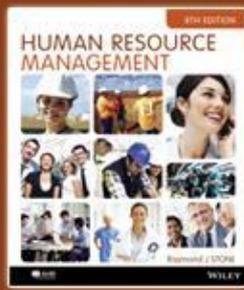
- Deteriorating productivity
- Inappropriate or angry interactions
- Frequent absence or lateness
- Continuous rapid or wandering speech
- Drowsiness or frequent breaks
- Changes in productivity after lunch
- Occasional, unpredictable flashes of performance
- Accidents, errors, carelessness or sloppy work
- Regularly borrowing money from colleagues



# Other selection techniques

- **Biographical information blanks:** for example: attitudes, hobbies, sports, club membership, years of education, health, early life experiences, investments, sales experiences.
- **Computer screening:** Screening via resume scanning.
- **Polygraph:** Lie detector
- **Honesty:** Evaluate honesty and integrity
- **Graphology:** Handwriting analysis

**What issues can you identify with these?**



# The selection decision

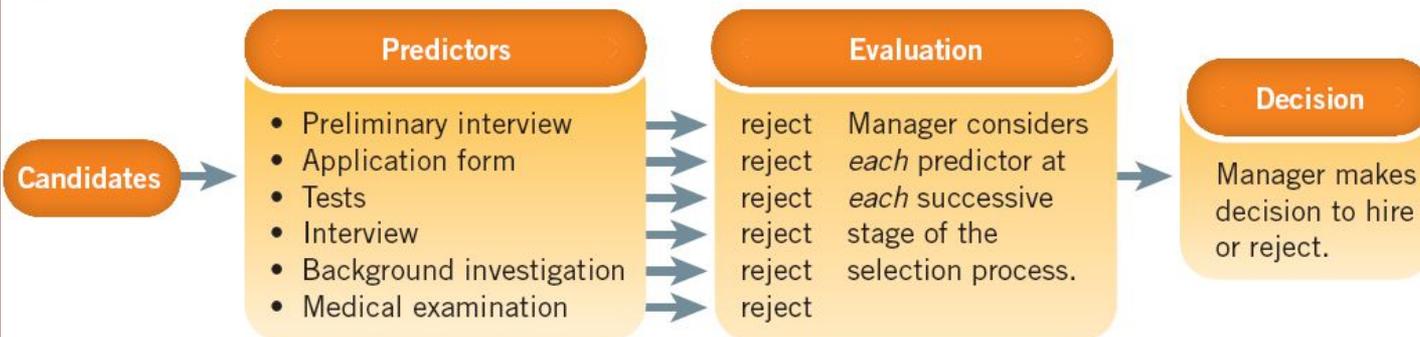
- **Compensatory**
  - Considering **all the selection data** (favourable and unfavourable) before a selection decision is made.
- **Hurdles**
  - Involves the screening out of candidates at **each stage** of the selection process.

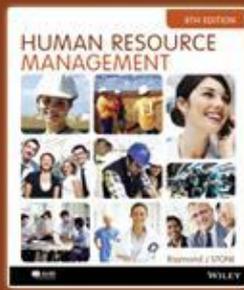
# Two approaches to the selection decision

## COMPENSATORY APPROACH



## SUCCESSIVE HURDLES APPROACH





# Summary

- An organisation's ultimate success depends on the best applicants being selected.
- Jobs and people must be matched correctly.
- Selections training is very important.
- HR Managers have a key role in educating others in valid and reliable processes.



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**END SHOW**